

1. INTRODUCTION

The Local Government: Municipal Systems Act 2000 (Act No 32 of 2000) (the MSA) obliges the municipality to develop and implement a performance management system (PMS). The PMS is a framework that describes and represents how the municipality's cycle and processes of planning, monitoring, measuring, reviewing, reporting and improving its performance will be conducted, organised and managed and what roles different role-players will fulfil in the process. It produces evidence of the extent to which the municipality implemented its integrated development plan (IDP) and serves as basis for identifying the reasons for underperformance in order to take corrective action in a timely fashion.

In the year under review (2012/2013) Cederberg Municipality had five (5) departments namely: Office of the Municipal Manager, Financial Services, Engineering & Planning Services, Corporate & Strategic Services and Community & Development Services. This report covers the performance information from 01 July 2012 to 30 June 2013 and focuses on the implementation of the Services Delivery Budget and Implementation Plan (SDBIP), in relation to the Integrated Development Plan (IDP).

2. LEGISLATIVE REQUIREMENTS

Section 46 of the MSA requires that the municipality must, at least once during a year, measure and review its performance against the KPIs and performance targets contained in its PMS and prepare an annual performance report. These measurements will indicate in what areas the municipality performed satisfactorily and where improvements are required.

3. STRATEGIC PERFORMANCE

Strategic Performance indicates how well the municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an on-going basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

4. THE PERFORMANCE SYSTEM FOLLOWED FOR THE FINANCIAL YEAR 2012/2013

4.1. ADOPTION OF PERFORMANCE MANAGEMENT FRAMEWORK

The Municipal Planning and Performance Management Regulations of 2001, sec 7 (1) stipulates that a Performance Management System (PMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting



and improvement will be conducted, organised and managed. The roles of the different role-players in the cycle and various processes also need to be spelt out in the framework.

Performance Regulation 7 (1) stipulates: "A municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players.

4.2. THE IDP AND THE BUDGET

An Integrated Development Plan is an inclusive and strategic plan for the development of the municipality which links, integrates and co-ordinates plans, align resources and forms the framework on which annual budgets must be based. The IDP also addresses the national and provincial growth and Development Strategies.

The relationship between the IDP and Performance Management is legislated and regulated. The Performance Management System serves to measure the performance of the municipality on meeting its Integrated Development Plan.

The IDP was revised and updated for 2012/2013 and the budget for 2012/2013 was approved by Council in March 2012.

4.3. THE SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN

The SDBIP gives effect to the Integrated Development Plan and budget of the Municipality. The budget gives effect to the strategic priorities of the municipality. The SDBIP therefore serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget. The SDBIP measures the operational plan, whilst the PMS measures performance at a strategic level.

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that mechanisms are able to measure performance and progress on a continues basis. Hence the end of year targets must be based on quarterly and monthly targets, and the municipal manager must ensure that the budget is built around quarterly and monthly information.



The SDBIP and the PMS provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP and the PMS are management implementation and monitoring tools which will assist the mayor, the councillor's municipal manager, senior managers and the community in evaluating the performance of the council. A properly formulated SDBIP and PMS will ensure that the appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget performance of the senior management and the achievement of the strategic objectives set by council. The SDBIP and PMS enable the municipal manager to monitor performance of senior managers, the mayor to monitor the performance of municipal manager and for community to monitor the performance of the municipality.

4.4. ORGANISATIONAL PERFORMANCE

In 2012/2013 financial year every attempt was made to ensure that Cederberg Municipality complies with legislation concerning the development, operation and maintenance of a performance management system that is commensurate to the organisation's service delivery objectives captured in the IDP. Cederberg Municipality has continued to maintain the effective operation of the following mechanisms:

- The 2012/2013 IDP included strategic objectives , strategies and key performance indicators (KPI'S) as required by the Municipal Systems Act 32 of 2000;
- The budget for implementation of the IDP as approved within the prescribed timelines prescribed in the Municipal Finance Management Act 56 of 2003;
- The SDBIP was developed to integrate the IDP and the budget and to ensure effective implementation of the institutional strategies;
- Performance Agreements with Performance Plans were developed, signed and approved by the Executive Mayor as required by the Municipal Performance Regulations, 2006;
- Quarterly performance reports were submitted to the Council.

4.5. REMEDIAL ACTIONS FOR PERFORMANCE MANAGEMENT

In order to improve on Performance Planning, implementation and reporting, the institution implemented the following actions:

 There has been a reduction in the number of KPI'S that the institution is reporting on. The reduction on the number of KPI's afforded the institution the opportunity to focus on strategic issues which were well defined, outcome based and not operational in nature.



- A column specifying the expected evidence for each key performance indicator was added in the SDBIP so as to ensure that the portfolio of evidence was populated correctly;
- An electronic Performance Management system was implemented;
- The directors and municipal manager conducted informal and formal assessments during the financial year.
- The institution ensured that during the development of the SDBIP, the SMART principle was adhered to in the setting of indicators and objectives.

5. FINANCIAL MUNICIPAL PERFORMANCE FOR THE 2012/2013 FINANCIAL YEAR AND MEASURES TAKEN TO IMPROVE PERFORMANCE

The financial performance is included in the attached financial statements and the performance will be reported on in more detail in the Annual Report.

6. SERVICE DELIVERY KEY MUNICIPAL PERFORMANCE FOR THE 2011/2012 FINANCIAL YEAR AND MEASURES TAKEN TO IMPROVE PERFORMANCE

6.1. STRATEGIC PERFORMANCE

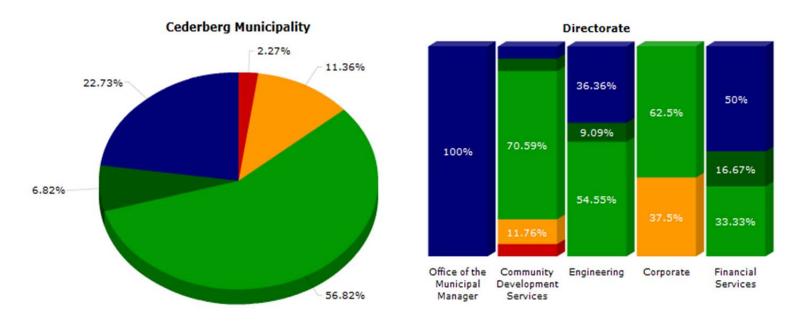
This section provides an overview on the strategic achievements of the municipality in terms of deliverables achieved:

The Top Layer SDBIP is the municipality's strategic plan and shows strategic alignment between the IDP, budget and the performance plans. Strategic performance of the municipality is therefore measured in terms of the municipality's performance on its key performance indicators set in the Top Layer SDBIP.

6.2. PERFORMANCE FOR THE PERIOD: 01 JULY 2012 till 30 JUNE 2013:

Colour	Category	Explanation
	KPI not yet measured	KPI's with no targets or actual results for the selected period
	KPI Not Met	Actual vs. target less than 75%
	KPI almost met	Actual vs. target between 75% and 100%
	KPI met	Actual vs. target 100% achieved
	KPI well met	Actual vs. target more than 100% and less than 150% achieved
	KPI extremely well met	Actual vs. target more than 150% achieved





				Directorate		
	Cederberg Municipality	Office of the Municipal Manager	Community Development Services	Engineering & Planning Services	Corporate & Strategic Services	Financial Services
KPI Not Met	1 (2.3%)	-	1 (5.9%)			
KPI Almost Met	5 (11.4%)	-	2 (11.8%)		3 (37.5%)	
KPI Met	25 (56.8%)	-	12 (70.6%)	6 (54.5%)	5 (62.5%)	2 (33,3%)
KPI Well Met	3 (6.8%)		1 (5.9%)	1 (9.1%)	•	1 (16.7%)
KPI Extremely Well Met	10 (22.7%)	2 (100%)	1 (5.9%)	4 (36.4%)		3 (50%)
Total:	44	2	17	11	8	6



6.3. ACTUAL STRATEGIC PERFORMANCE AND CORRECTIVE MEASURES THAT WILL BE IMPLEMENTED 6.3.1. BASIC SERVICE DELIVERY

The National Key Performance Area Basic Service Delivery is linked to the Municipal Key Performance Areas namely Municipal Infrastructure and Basic Services Delivery, Social Well-Being and Sustainable Environmental utilisation. The IDP Objectives that are linked to Basic Service Delivery is: "Sustainable and quality living environment with efficient infrastructure and efficient connectivity infrastructure".

							SDB	IP 2012/2	013: Top L	aver Re	port									
		National		Unit of		Sep-12			Dec-12	.,		Mar-13			Jun-13		Overall I	Performan	ce for S	ep 2012 to Jun 201
Ref	Directorate	КРА	KPI	Measurement	Target	Actual	R	Target	Actual	R	Target	Actual	R	Target	Actual	R	Target	Actual	R	COMMENT
TL6	Community Development Services	Basic Service Delivery	Investigate GAP Housing oppurtunities, Local Developers, National and Provincial Governement and report to Council by the end of December	Report to Council by the end of December	0%	0%	N/A	100%	100%	G	0%	0%	N/A	0%	0%	N/A	100%	100%	G	Director: Community Development Services: GAP Land was investigated [31 Dec 2012]
TL7	Community Development Services	Basic Service Delivery	Upgrade the Graafwater sport field with 2 ablution blocks by the end of June	% Completed	0	0	N/A	0	0	N/A	0	0	N/A	2	2	G	2	2	G	Director: Community Development Services: 1.GRAAFWATER SWEMBAD AMBLUSIE FASILITEITE 2.SPORTGRONDE AMBLUSIE BLOK - 60% VOLTOOI [30] Jun 2013]
TL8	Community Development Services	Basic Service Delivery	Develop an HIV/AIDS plan by the end of March	% Developed by the end of March	0%	0%	N/A	0%	0%	N/A	100%	90%	0	0%	0%	N/A	100%	90%	0	Director: Community Development Services: There is a Draft HIV/Aids Plan [31 Mar 2013]



TL9	Community Development Services	Basic Service Delivery	Co-ordinate and implement HIV/AIDS sector department programmes in all wards	Number of programmes	1	1	G	1	1	G	1	1	G	1	1	G	4	4	G	Director: Community Development Services: There was a HIV/AIDS programme held [30 Jun 2013]
TL10	Community Development Services	Basic Service Delivery	Service sites for low cost housing in Graafwater	Number of sites serviced	0	0	N/A	0	0	N/A	0	0	N/A	80	80	G	80	80	G	Director: Community Development Services: All sites have been serviced [30 Jun 2013]
TL11	Community Development Services	Basic Service Delivery	Complete phase 1 of the Thusong centre at Elands Bay by the end of June	% Completion by the end of June	0%	0%	N/A	0%	0%	N/A	0%	0%	N/A	100%	100%	G	100%	100%	G	Director: Community Development Services: Mobile Thusong centres were established in consultation with the provincial department [30 Jun 2013]
TL12	Community Development Services	Basic Service Delivery	Complete phase 2 (top structures) of low cost housing - Graafwater by the end of June	Number of houses	0	0	N/A	0	0	N/A	0	0	N/A	250	407	В	250	407	В	Director: Community Development Services: 407 houses built [30 Jun 2013]
TL13	Community Development Services	Basic Service Delivery	Develop a Community Safety plan by the end of June	% Completed by the end of June	0%	0%	N/A	0%	0%	N/A	0%	0%	N/A	100%	80%	O	100%	80%	0	Director: Community Development Services: Draft policy developed [30 Jun 2013]
TL14	Community Development Services	Basic Service Delivery	Establish one neighbourhood crime forum by the end of June	% Completed by the end of June	0%	0%	N/A	0%	0%	N/A	0%	0%	N/A	100%	100%	G	100%	100%	G	Director: Community Development Services: Four Community police forums established and operational [30 Jun 2013]



TL15	Community Development Services	Basic Service Delivery	Upgrade the drivers testing station by the end of December	% Completed	0%	0%	N/A	100%	50%	R	0%	0%	N/A	0%	100%	В	100%	100%	G	Director: Community Development Services: UPGRADING OF CLANWILLIAM TESTING STATION COMPLETED: PAVING [30 Jun 2013]
TL16	Community Development Services	Basic Service Delivery	Submit Disaster Management Plan to district for assessment that includes level 3 as per the framework of Act 57 Chapter 5 to the District Municipality for assessment by the end of May	Plan reviewed by the end of May	0%	0%	N/A	0%	0%	N/A	0%	0%	N/A	100%	20%	R	100%	20%	R	Director: Community Development Services: There is a disaster management plan [30 Jun 2013]
TL17	Community Development Services	Basic Service Delivery	Complete ablution blocks at swimming pool and sport grounds at Graafwater - ward 4	Number of blocks	0	0	N/A	0	0	N/A	0	0	N/A	2	2	G	2	2	G	Director: Community Development Services: Ablution facilities for the swimming pools are finished. The ablution facilities for the sport field are 6% complete [30 Jun 2013]
TL26	Engineering & Planning Services	Basic Service Delivery	Limit electricity losses to less than 15%	% of electricity losses	0%	0%	N/A	0%	0%	N/A	0%	0%	N/A	15%	10.30%	В	15%	10.30%	В	Director: Engineering & Planning Services: Electricity loss was 10.3% [30 Jun 2013]
TL27	Engineering & Planning Services	Basic Service Delivery	Compliance with the green drop requirements as determined by the annual compliance audit	% compliance as per the annual compliance audit	0%	0%	N/A	0%	0%	N/A	0%	0%	N/A	63%	80%	G2	63%	80%	G2	Director: Engineering & Planning Services: Blue drop assessment completed, green



																				drop is only due in November 2013 [30 Jun 2013]
TL28	Engineering & Planning Services	Basic Service Delivery	Limit unaccounted water to less than 30%	% of water unaccounted	0%	0%	N/A	0%	0%	N/A	0%	0%	N/A	30%	21%	В	30%	21%	В	Director: Engineering & Planning Services: was limited to 21% [30 Jun 2013]
TL29	Engineering & Planning Services	Basic Service Delivery	Complete the MOA for the design and procurement of the desalination plant in Lambertsbay by the end of September	Number of MOA's signed	1	1	G	0	0	N/A	0	0	N/A	0	0	N/A	1	1	G	Director: Engineering & Planning Services: The MOA is completed [30 Sep 2012]
TL30	Engineering & Planning Services	Basic Service Delivery	Submit application to secure National Water Affairs and Cabinet approval for emergency funding intervention by the end of September (Citrusdal Waste Water Treatment Works)	Application submitted	1	1	G	0	0	N/A	0	0	N/A	0	0	N/A	1	1	G	Director: Engineering & Planning Services: Application was submitted [31 Dec 2012]
TL31	Engineering & Planning Services	Basic Service Delivery	Complete Phase 1 of the Citrusdal Waste Water Treatment Works by the end of June	MOA signed	0	0	N/A	0	0	N/A	0	0	N/A	1	1	G	1	1	G	Director: Engineering & Planning Services: first phase was completed [30 Jun 2013]



TL32	Engineering & Planning Services	Basic Service Delivery	Appoint the contractor of the completion of the Citrusdal Waste Water Treatment Works by the end of June	Number of contractors appointed	0	0	N/A	0	0	N/A	0	0	N/A	1	1	G	1	1	G	Director: Engineering & Planning Services: Contractor was appointed [30 Jun 2013]
TL33	Engineering & Planning Services	Basic Service Delivery	Provide electricity connection to the national grid to informal households in Citrusdal	Number of connections	0	0	N/A	0	0	N/A	0	0		150	150	G	150	150	G	Director: Engineering & Planning Services: Completion certificate not yet received [30 Jun 2013]
TL34	Engineering & Planning Services	Basic Service Delivery	Pave 3 km of Elands Bay road	Kilometre of roads paved	0	0	N/A	0	0	N/A	0	0	N/A	3	ω	ה	3	ω	G	Director: Engineering & Planning Services: Phase 1 completed for the year under review [30 Jun 2013]
TL35	Engineering & Planning Services	Basic Service Delivery	Provision of cleaned piped water to all formal HH within 200m from the household	Number of formal HH that meet agreed service standards	50	100	В	50	100	В	50	100	В	50	100	В	50	100	В	Director: Engineering & Planning Services: KPI met [30 Jun 2013]
TL36	Engineering & Planning Services	Basic Service Delivery	Provision of electricity that are connected to the National grid to all formal households	Number of formal HH that meet agreed service standards	50	94	В	50	94	В	50	94	В	50	94	В	50	94	В	Director: Engineering & Planning Services: Actual excludes 400 (RDP) houses of Graafwater and Eskom service areas [30 Jun 2013]



6.3.2. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The National Key Performance Area Good Governance and Public Participation are linked to the Municipal Key performance Area namely Good Governance. The IDP objective that is linked to Good Governance and Public Participation is: "Democratic and accountable governance"

								Cederberg	Municipal	ity										
							SDBIP	2012/2013	: Top Laye	r Repo	rt									
Ref	Directorate	National	KPI	Unit of		Sep-12			Dec-12			Mar-13			Jun-13		Overall P	erformanc	e for S	ep 2012 to Jun 2013
Kei	Directorate	КРА	KPI	Measurement	Target	Actual	R	Target	Actual	R	Target	Actual	R	Target	Actual	R	Target	Actual	R	COMMENT
TL43	Office of the Municipal Manager	Good Governance and Public Participation	Quarterly report on progress with implementation of key controls as identified in key control deficiencies by the Auditor- General	Number of reports submitted	0	1	В	0	1	В	1	1	G	1	1	G	2	4	В	Municipal Manager: Quarterly report was submitted [30 Jun 2013]



6.3.3. LOCAL ECONOMIC DEVELOPMENT

The National Key Performance Area Local Economic Development is linked to the Municipal Key Performance Area namely Economic Prosperity. The IDP objective that is linked to Local Economic Development is: "Economic prosperity based on dynamic, diverse and shared economic base"

								Cederber	g Municipa	lity										
							SDBII	P 2012/20 1	3: Top Lay	er Repo	ort									
Ref	Directorate	National KPA	KPI	Unit of		Sep-12			Dec-12			Mar-13			Jun-13		Overall		nce for 2013	Sep 2012 to Jun
				Measurement	Target	Actual	R	Target	Actual	R	Target	Actual	R	Target	Actual	R	Target	Actual	R	COMMENT
TL1	Community Development Services	Local Economic Development	Implement LED policies and strategies with the creation of internal and external EPWP jobs and CWP job oppertunities	Number of jobs created [Internal EPWP = 120; External EPWP = 500; CWP oppertunities = 650]	0	0	N/A	0	0	N/A	0	0	N/A	1,270	1,348	G2	1,270	1,348	G2	Director: Community Development Services: 750 CWP job oppurtunities was created and 598 EPWP opportunities was created [30 Jun 2013]
TL2	Community Development Services	Local Economic Development	Review the role, responsibilities and direction of the Cederberg Tourism Bureau by the end of March	By the end of March	0%	0%	N/A	0%	0%	N/A	100%	100%	G	0%	100%	В	100%	100%	G	Director: Community Development Services: Complete [31 May 2013]
TL3	Community Development Services	Local Economic Development	Complete the framework and design for the Elands Bay Development - Dept of Fisheries and Agriculture by the end of June	100% Completed by the end of June	0%	0%	N/A	0%	0%	N/A	0%	0%	N/A	100%	100%	G	100%	100%	G	Director: Community Development Services: 100% COmplete [30 Jun 2013]



TL4	Community Development Services	Local Economic Development	Implement the Neigboorhood development programme by completing the design and implementation phase at Elands Bay by the end of June	% Completed by the end of June	0%	0%	N/A	0%	0%	N/A	0%	0%	N/A	100%	100%	G	100%	100%	G	Director: Community Development Services: KPI was met [30 Jun 2013]
TL5	Community Development Services	Local Economic Development	Organise two government jamborees	Number of jamborees	0	0	N/A	1	1	G	0	0	N/A	1	1	G	2	2	G	Director: Community Development Services: Career expo were held on 18 April 2013 [30 Jun 2013]

6.3.4. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

The National Key Performance Area Municipal Transformation and Institutional Development are linked to the Municipal Key Performance Area namely Institutional Transformation and Development. The IDP objective that is linked to Municipal Transformation and Institutional Development is: "Institutional Excellence"

							<u>Cede</u>	berg Mur	nicipality											
						SDBI	P 2012	/2013: To	p Layer Re	port										
Ref	Directorate	National KPA	КРІ	Unit of		Sep-12			Dec-12		ı	Mar-13		J	lun-13		Overa	ll Perform	ance fo 2013	r Sep 2012 to Jun
	2			Measurement	Target	Actual	R	Target	Actual	R	Target	Actual	R	Target	Actual	R	Target	Actual	R	COMMENT
TL18	Corporate & Strategic Services	Municipal Transformation and Institutional Development	Review the Performance management framework and plan by the end of March	By the end of March	0%	0%	N/A	0%	0%	N/A	100%	90%	0	0%	0%	N/A	100%	90%	0	Director: Corporate & Strategic Services: Reviewed Performance Management
																				framework in



																				place [31 Mar 2013]
TL19	Corporate & Strategic Services	Municipal Transformation and Institutional Development	Targeted skills development measured by the implementation of the workplace skills plan	% Of the budget spent on implementation of the WSP	0%	0%	N/A	0%	0%	N/A	0%	0%	N/A	100%	100%	O	100%	100%	G	Director: Corporate & Strategic Services: 100% funding was spent [30 Jun 2013]
TL20	Corporate & Strategic Services	Municipal Transformation and Institutional Development	Develop a policy register by the end of March	By the end of March	0%	0%	N/A	0%	0%	N/A	100%	100%	G	0%	0%	N/A	100%	100%	G	Director: Corporate & Strategic Services: A policy register was developed [31 Mar 2013]
TL21	Corporate & Strategic Services	Municipal Transformation and Institutional Development	Review the absenteeism policy and the remuneration policy by the end of June	By the end of June	0%	0%	N/A	0%	0%	N/A	0%	0%	N/A	100%	100%	ם	100%	100%	G	Director: Corporate & Strategic Services: KPI was met [30 Jun 2013]
TL22	Corporate & Strategic Services	Municipal Transformation and Institutional Development	Implement an integrated IT system by the end of June	By the end of June	0%	0%	N/A	0%	0%	N/A	0%	0%	N/A	100%	100%	G	100%	100%	G	Director: Corporate & Strategic Services: IT system has been implemented [30 Jun 2013]
TL23	Corporate & Strategic Services	Municipal Transformation and Institutional Development	Develop a communication & media strategy/plan (marketing and branding) and submit to Council by the end of March	By the end of March	0%	0%	N/A	0%	0%	N/A	100%	80%	0	0%	0%	N/A	100%	80%	0	Director: Corporate & Strategic Services: We have developed a communication strategy but it must still tabled to Council [30 Jun 2013]
TL24	Corporate & Strategic Services	Municipal Transformation and	Develop and submit the fleet management strategy and plan to	By the end of December	0%	0%	N/A	100%	85%	0	0%	0%	N/A	0%	0%	N/A	100%	85%	0	Director: Corporate & Strategic



		Institutional Development	Council by the end of December																	Services: Fleet management plan has been developed but still needs to be submitted to council [30 Jun 2013]
TL25	Corporate & Strategic Services	Municipal Transformation and Institutional Development	Develop a municipal risk management framework/process plan and approved business recovery plan by the end of March	By the end of March	0%	0%	N/A	0%	0%	N/A	100%	100%	G	0%	0%	N/A	100%	100%	G	Director: Corporate & Strategic Services: We have a risk management policy [31 Mar 2013]
TL44	Office of the Municipal Manager	Municipal Transformation and Institutional Development	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Number of people employed	0	0	N/A	0	0	N/A	0	0	N/A	2	9	В	2	9	В	Municipal Manager: 7 Coloured Employees and 2 African employees are on the three highest levels of the organisation [30 Jun 2013]



6.3.5. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

The National Key Performance Area Municipal Financial Viability and Management are linked to the Municipal Key Performance Area namely Financial Viability. The IDP objective that is linked to Municipal Financial Viability is: "Efficient and financial viable municipality"

	Cederberg Municipality																			
	SDBIP 2012/2013: Top Layer Report																			
Ref	Directorate	National KPA	КРІ	Unit of Measurement	Sep-12			Dec-12			Mar-13			Jun-13			Overall Performance for Sep 2012 to Jun 2013			
					Target	Actual	R	Target	Actual	R	Target	Actual	R	Target	Actual	R	Target	Actual	R	COMMENT
TL37	Financial Services	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/ revenue received for services)	Ratio achieved	0	0	N/A	0	0	N/A	0	0	N/A	1.1	1.81	В	1.1	1.81	В	Director: Financial Services: 1.81 ratio [30 Jun 2013]
TL38	Financial Services	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure ((Available cash+ investments)/ Monthly fixed operating expenditure)	Ratio achieved	0	0	N/A	0	0	N/A	0	0	N/A	1.1	2.44	В	1.1	2.44	В	Director: Financial Services: 2.44 ratio [30 Jun 2013]

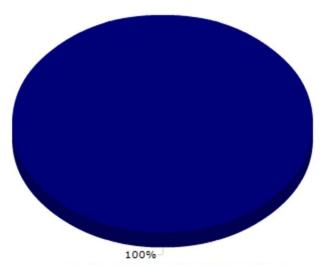


TL39	Financial Services	Municipal Financial Viability and Management	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations ((Total operating revenue-operating grants received)/debt service payments due within the year) (%)	% achieved	0%	0%	N/A	0%	0%	N/A	0%	0%	N/A	70%	289%	В	70%	289%	В	Director: Financial Services: 289% achieved [30 Jun 2013]
TL40	Financial Services	Municipal Financial Viability and Management	Achieve a debt recovery rate of more than 90%	% Debt recovery	90%	111%	G2	90%	105%	G2	90%	95%	G2	90%	97%	G2	90%	102%	G2	Director: Financial Services: 97% debtors [30 Jun 2013]
TL41	Financial Services	Municipal Financial Viability and Management	Approved financial statements submitted by 31 August	Approved financial statements submitted	1	1	G	0	0	N/A	0	0	N/A	0	0	N/A	1	1	G	Director: Financial Services: Submitted on 21 September 2012 [30 Sep 2012]
TL42	Financial Services	Municipal Financial Viability and Management	Implement a GRAP compliant register for use as a management tool by the end of March	Register implemented	0	0	N/A	0	0	N/A	1	1	G	0	0	N/A	1	1	G	Director: Financial Services: PAFF document in place [31 Mar 2013]

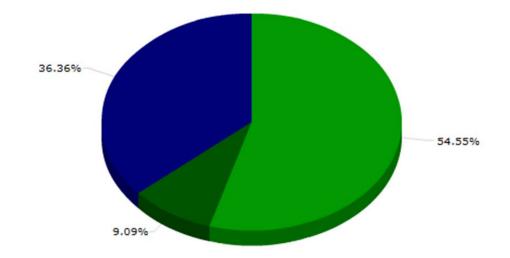


7. PERFORMANCE PER DIRECTORATE

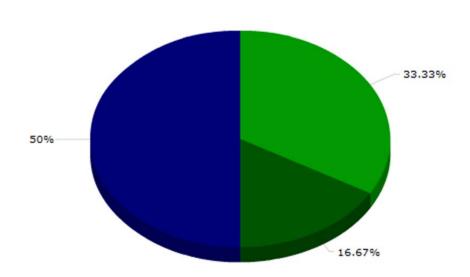
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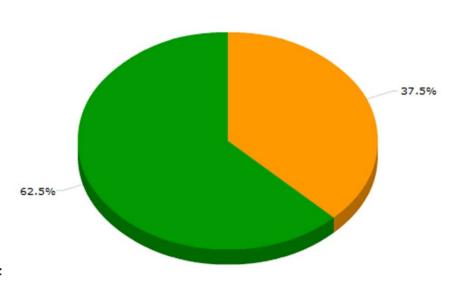
Engineering & Planning Services



Financial Services



Corporate & Strategic Services



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Community Development Services

